



SEABROOK

strategicPLAN

The City of Seabrook's 2014 Strategic Plan and Report is a road map that helps guide the city through the next few years. The plan identifies several areas of emphasis and the strategic initiatives needed to build a solid organization and community through responsible financial planning, excellent customer service, transparent communication, community involvement, regional partnerships, sustainability, livability, neighborhood preservation, infrastructure improvements, tourism and economic development.

visionSTATEMENT

Seabrook is a sustainable, energetic and beautiful coastal community that embraces environmental stewardship, fosters safe neighborhoods and promotes tourism and economic diversity.

City's Mission

The City of Seabrook is responsive, innovative and fiscally sound in delivering services that preserve, protect and enhance quality of life.



2014 Seabrook City Council

Robert Llorente, Mike Giangrosso, Mayor Pro Tem Gary Johnson,
Mayor Glenn Royal, Melissa Botkin, Thom Kolupski, O.J. Miller

leadershipPHILOSOPHY

Seabrook City Council will....

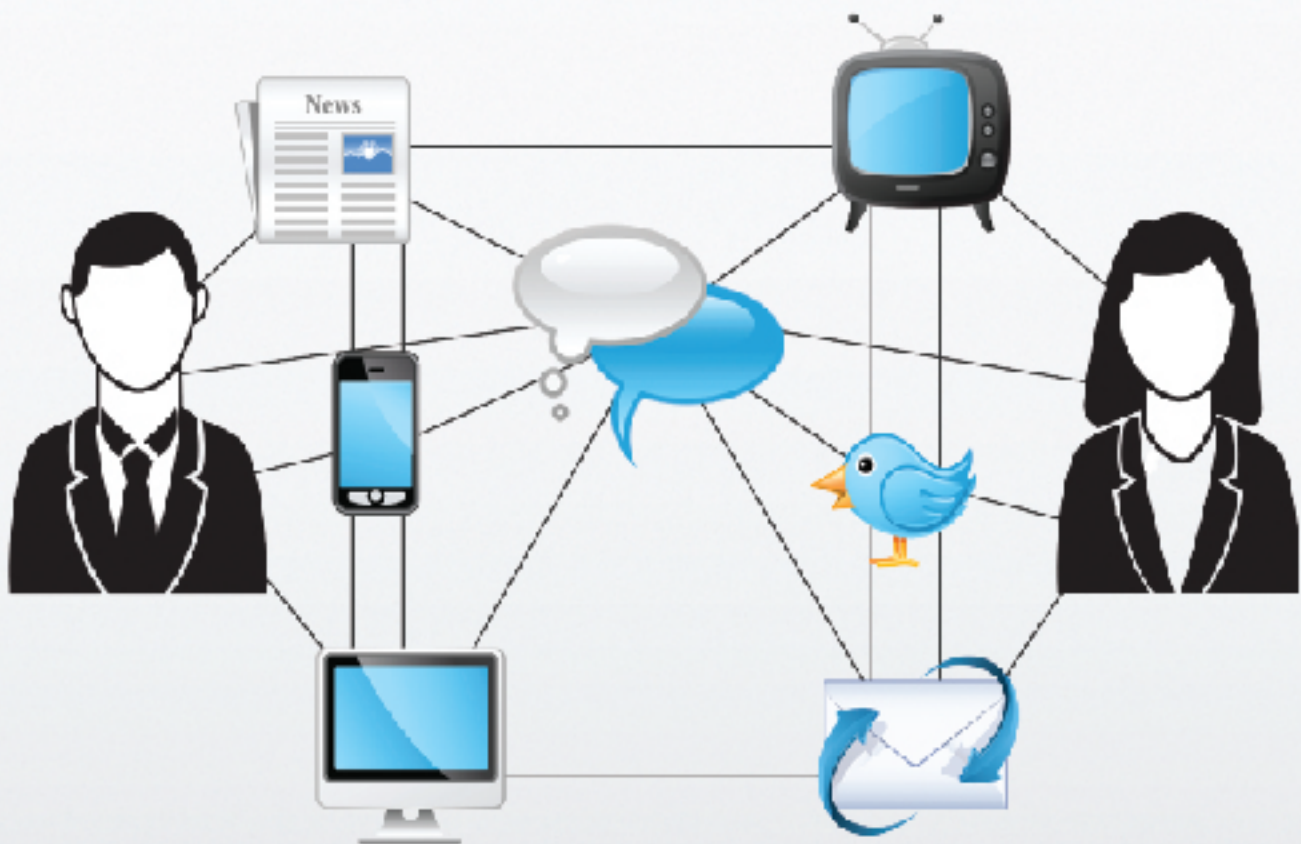
- › Lead by example - willing to act first.
- › Be empathic.
- › Be creative.
- › Educate citizens.
- › Ask questions.
- › Find consensus.
- › Make good policy.
- › Be a good listener.
- › Be a good student.
- › Be fiscally responsible.
- › Compromise when possible.
- › Have a long-range vision.
- › Focus on the main things.
- › Have and use a filter.
- › Be approachable - open door policy.
- › Be inclusive of all Council members.
- › Respect their peers and their peers' opinions.
- › Be a positive cheerleader... an ambassador.
- › Understand individual Council members' strengths and weakness
- › Overlook personality traits and look to the issues.
- › Meet the community's expectations as best as possible.
- › Respectfully recognize that Council members are still colleagues after the meeting.
- › Respect the administrative chain of command.
- › Understand their role as policy makers acting through the City Manager.
- › Understand the details of issues and implications of decisions.
- › Understand and manage expectations.
- › Support the decision of the majority in the community.
- › Keep the negative to a minimum.
- › Emphasize the values of the individual Council members - honesty, respect, trustworthy, loyalty, a moral compass, sincerity, accountability and pride.



communicationPHILOSOPHY

Seabrook City Council will communicate....

- › Clearly.
- › By responding.
- › By listening first.
- › By being honest.
- › By admitting uncertainty.
- › Through proper channels.
- › Person to person when possible.
- › In a timely, reliable and accurate manner.
- › According to the rules of the City Charter.
- › By developing a clear consistent message.
- › By not making promises that cannot be kept.
- › By first investigating before giving the answer.
- › By utilizing social media and new technologies.



city**EXPECTATIONS**

COUNCIL

expects fellow members to...

- › Respect one another.
 - › Be civil with one another.
 - › Be honest with one another.
 - › Be open and transparent.
 - › Cooperate with one another.
 - › Properly deliver their position.
 - › Allow speakers to complete their point.
 - › Seek and understand each other's perspectives.
-

COUNCIL

expects city staff to...

- › Work in a cooperative manner.
 - › Be an informative resource.
 - › Be educated on issues.
 - › Provide training to Council.
 - › Be consistent and reliable.
 - › Understand the city's vision.
 - › Provide expert recommendations.
 - › Communicate clearly.
 - › Be accountable to Council & citizens.
 - › Bring up issues for Council's consideration.
 - › Be comfortable when approaching Council.
 - › Develop pros & cons for Council's consideration.
-

STAFF

expects city council to...

- › Be practical with solutions.
- › Have realistic expectations.
- › Disagree agreeably.
- › Ask questions.
- › Use the proper channels.
- › Be involved in the community.
- › Be supportive of staff.
- › Trust their opinions, expertise & knowledge.
- › Speak out on issues appropriately.
- › Support staff when unfunded mandates arise.
- › Avoid negative media attention.
- › Make the *right* decision - not just the *popular* one.



economicDEVELOPMENT

Economic development strategies reflect the diversity, values, interests and desires of Seabrook businesses and citizens.

SH 146



Expansion

- ▶ Hire consultant to develop Master Comprehensive Plan and Design Plan
HIGH PRIORITY > EDC/GF BUDGET EST. \$80k-\$100k > COMPLETE
- ▶ Update, complete & present Master Comprehensive Plan
HIGH PRIORITY > AUGUST 2015
- ▶ Present design plans to assist P&Z in creating standards for SH 146
MID PRIORITY > SEPTEMBER 2015

Diversify



Economy

- ▶ Seek Class "A" office space and higher end retail
MID PRIORITY > ONGOING
- ▶ Define and communicate areas of prime development
HIGH PRIORITY > IN PROGRESS
- ▶ Maintain and expand existing incentive packages
MID PRIORITY > JANUARY 2015
- ▶ Expand and refine facade improvement incentives
MID PRIORITY > EDC BUDGET > IN PROGRESS
- ▶ Recruit a grocery anchor
HIGH PRIORITY > EDC BUDGET > IN PROGRESS
- ▶ Recruit a full service hotel
HIGH PRIORITY > EDC BUDGET > IN PROGRESS
- ▶ Create destination type development
HIGH PRIORITY > EDC BUDGET > IN PROGRESS
- ▶ Attract medical services
HIGH PRIORITY > EDC BUDGET > ONGOING
- ▶ Attract professional office space
HIGH PRIORITY > EDC BUDGET > ONGOING

Improve City



Services

- ▶ Work with City Engineer to develop new Capital Improvement Plan (CIP)
HIGH PRIORITY > EDC/GF BUDGET > COMPLETED SEPT. 2014
- ▶ Pasadena Water Contract
HIGH PRIORITY > OFFERS DECLINED > 5-YEAR WATER RATE STUDY
- ▶ Seek out funding for infrastructure development and improvements
MID PRIORITY > ONGOING

Team Facilitator: Paul Chavez

Team Members: Pam Lab and Sean Landis

Partners: Comprehensive Planning Committee, Planning & Zoning Commission, City Staff, H-GAC/TxDOT, BAHEP/Economic Alliance/Greater Houston Partnership, City of Pasadena, State & Federal Government Agencies

organizationalDEVELOPMENT

Organizational development is the driving force that serves the employees the organization and the Seabrook community.



Bond Election

- Conduct an internal Needs Assessment
HIGH PRIORITY > COMPLETE
- Create a staff committee
HIGH PRIORITY > COMPLETE
- Conduct workshops with architect, staff and Council
HIGH PRIORITY > COMPLETE
- Conduct a cost workshop
HIGH PRIORITY > COMPLETE
- Informative three month campaign
HIGH PRIORITY > COMPLETE
- Construction
HIGH PRIORITY > FUNDS RELEASED JANUARY 2015



Improve City Facilities

- Conduct Needs Assessment of city facilities
MID PRIORITY > FEBRUARY 2015
- Meet with employees in high need departments
MID PRIORITY > MARCH 2015
- Develop detailed report of improvements
MID PRIORITY > APRIL 2015
- Meet with management staff to prioritize needs
MID PRIORITY > APRIL 2015
- Meet with finance to discuss finance options
MID PRIORITY > APRIL 2015
- Select financing options and develop improvement schedule for CIP
MID PRIORITY > MAY 2015



Comprehensive Capital Improvement Plan

- Develop staff and management committee
HIGH PRIORITY > ONGOING
- Complete an updated draft of the 5-year Comprehensive CIP
HIGH PRIORITY > APRIL 2015
- Hold workshops with Council and staff during Budget Process
HIGH PRIORITY > APRIL 2015
- Finalize and approve CIP with timeline for improvements
HIGH PRIORITY > SEPTEMBER 2015

organizational**DEVELOPMENT**

Organizational development is the driving force that serves the employees the organization and the Seabrook community.



Recruitment Retention

- ▶ **Develop RFP and conduct a personnel survey**
HIGH PRIORITY > GF BUDGET \$22k > SEPTEMBER 2015
- ▶ **Develop a draft of the 5-year Personnel Plan**
HIGH PRIORITY > MARCH 2015
- ▶ **Develop and fund Personnel Training and Certification Program**
MID PRIORITY > SEPTEMBER 2015
- ▶ **Develop and fund Recruitment Incentives**
HIGH PRIORITY > IN PROGRESS
- ▶ **Develop recruitment marketing campaign**
HIGH PRIORITY > JULY 2015
- ▶ **Develop new retention strategies**
MID PRIORITY > IN PROGRESS
- ▶ **Develop and start generational training**
MID PRIORITY > JULY 2015

Team Facilitator: Chief Sean Wright

Team Members: Jessica Ancria, Myra Bergeron, Arthur Chairez, Jeff Galyean, Mike Gibbs, Kevin Padgett and Jose Sanchez

Partners: City Engineer, Outside Consultants, TML and Professional Organization, HGAC, Training Academies and Institutions

cityGOVERNANCE

The City of Seabrook will continue to have the governing body recognize their responsibility for proper governance and the need to conduct its business in an orderly and effective manner.



Charter Limitations

- ▶ Recommendation for review by Charter Review Commission for an amendment to term limits for elected officials
HIGH PRIORITY > IN PROGRESS FEBRUARY 2015
- ▶ Recommendation for review by Charter Review Commission for an amendment to spending limits for the city budget
HIGH PRIORITY > IN PROGRESS FEBRUARY 2015
- ▶ Provide for a city charter review by Council and staff prior to the appointment of a Charter Review Commission
HIGH PRIORITY > COMPLETE



Advance Legislative Influence

- ▶ Identify and utilize networking opportunities with national, state and local organizations
MID PRIORITY > ONGOING
- ▶ Research and investigate intergovernmental and inter-local model agreements; need for an Emergency Services District
HIGH PRIORITY > IN PROGRESS (ELECTION NOV. 2015)
- ▶ Lobby and advocate for the City of Seabrook
MID PRIORITY > ONGOING



Full Disclosure Policy

- ▶ Develop ordinance revisions to require annual disclosure
HIGH PRIORITY > COMPLETE
- ▶ Review and research possible language for charter amendments by staff for Charter Review Commission
HIGH PRIORITY > COMPLETE
- ▶ Provide annual training to elected officials on responsibilities and communicate ongoing training opportunities
MID PRIORITY > COMPLETED SPRING 2014 > ONGOING IN 2015

Team Facilitator: Gayle Cook

Team Members: Joyce Bice, LeaAnn Dearman, Michele Glaser, Rene Trevino and George Szakacs

Partners: Seabrook Mayor and City Council, Seabrook Management Staff, charter Review Commission, Texas Municipal League and Neighboring Cities

cityCOMMUNICATION

The City of Seabrook will inform and engage with citizens, businesses and visitors by providing and responding with timely, reliable and accurate information.



Comprehensive Communication Plan

- Develop and present a Comprehensive Communication Plan
HIGH PRIORITY > COMPLETE



Economic Development

- Marketing campaign identifying Seabrook as “business friendly, available incentives, zoned community and easily accessible”
MID PRIORITY > EDC BUDGET > IN PROGRESS SEPT. 2015
- Improve measurables in quarterly marketing reports
HIGH PRIORITY > IN PROGRESS JANUARY 2015
- Continue Buy Local Campaign
MID PRIORITY > IN PROGRESS JANUARY 2015
- Marketing campaign for Waterfront District
HIGH PRIORITY > IN PROGRESS JUNE 2015



Organizational Development

- Provide consistent message-customer service training to key personnel
MID PRIORITY > SEPTEMBER 2015
- Informational push for emergency preparedness for staff and citizens
HIGH PRIORITY > IN PROGRESS MAY 2015
- Improve recruitment with marketing campaign for Police Department and key staff positions
MID PRIORITY > JULY 2015
- Bond election informational campaign
HIGH PRIORITY > COMPLETE



Governance

- Improve transparency by researching and purchasing new technology
MID PRIORITY > SEPTEMBER 2015
- Enhance citizen engagement
HIGH PRIORITY > IN PROGRESS MAY 2015
- Develop quarterly communications report for City Council review
HIGH PRIORITY > JANUARY 2015

Team Facilitator: LeaAnn Dearman

Team Members: Paul Chavez, Gayle Cook, Jeff Galyean, Michele Glaser, Jose Sanchez, George Szakacs and Chief Sean Wright

Partners: Seabrook Mayor and City Council, Seabrook Management Staff, Outside Vendors, Citizens, Texas Municipal League, Certified Public Communicators, Texas Association of Municipal Information Officers, Texas Association of Telecommunication Officers and Advisors, Economic Development Partners, Bay Area Houston Convention and Visitors Bureau, Bayport Cruise Terminal and Seabrook Businesses and Hotels

In April 2014, the Seabrook City Council and key staff held a Strategic Planning Workshop for the 2014/2015 fiscal year. The strategic planning process was facilitated by Ron Cox Consulting and as a result the 2014 Strategic Plan and Report was developed.

The plan highlights the city's vision and mission plus their leadership and communication philosophies and expectations. Several areas of emphasis were identified that included Economic Development, Organizational Communication, Governance and Communication. Initiatives were then outlined followed by action steps that were given a priority and time-frame for completion.

The 2014 Strategic Plan and Report was approved and adopted by the Seabrook City Council in July 2014. This document is subject to change.



strategicPLAN